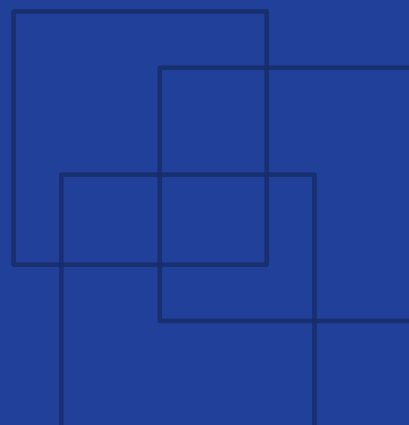




International
Labour
Organization

Organizing the sample room

Sample room operations



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First published 2019

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ISBN: 9789220326176 (web pdf)

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Printed in Thailand

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Factory Improvement Toolset

The Factory Improvement Toolset (FIT) is an innovative self-facilitated, activity-based learning approach designed by the International Labour Organization (ILO) to create more decent and sustainable employment. FIT supports manufacturers in global supply chains to improve productivity, competitiveness and working conditions by upgrading production systems and factory practices.

FIT has been developed to be a sustainable, time- and cost-efficient option for supporting factories to enhance productivity through improved business practices and working conditions. FIT focuses on areas of production improvement and actions to be taken specific to each participating factory. It can be utilized as stand-alone learning tools or to complement other training programmes.

With each module lasting no more than 2.5 hours, FIT enables factories to train personnel, whilst minimizing interference with production realities. The easy-to-use methodology makes it possible to rapidly scale the implementation to reach a large cohort of trainees across multiple production facilities.

Working in small groups, participants review real-life situations and engage in discussions to determine improvements to be made in factory without an external trainer or specialist. This self-facilitated, activity-based and highly participatory learning approach positions participants as both student and teacher and makes the toolset self-tailored to the needs and interests of each group.

About this module

The FIT module on Organizing the sample room is a training for garment manufacturers to improve sample room operations. Participants will work on improving the sample room's layout and workflow, keeping the stores tidy, and training workers. This module takes about 2 hours to complete.

Upon completion of the training, participants should have:

- Understood the importance of organizing the sample room for efficiency and safety.
- Learnt good practices in terms of layout, workflow, colour markings and tidiness to improve stores organization.
- Discussed how to train workers in maintaining organization practices, and why it is important to do so.

The **Factory Improvement Toolset** of the **International Labour Organization (ILO)** are developed and provided by the ILO's **Enterprises Department**.

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Guidelines for successfully using the training tool

Read out-loud

The FIT tool is designed for participants to take turns reading the instructions in the modules out loud to the group. At least one member of the group should be selected in the beginning of the session to take this responsibility.

Work as a group

Always work in groups of 5-7 during a FIT session. The programme will not be successful if participants work independently or do not collaborate with each other.

Be active

Encourage everyone in the group to actively contribute to the discussion. Ensure that no group member dominates the discussion or does not participate at all.

Monitor the time

Select one member of the group to monitor the time for each activity and remind the group when it is time to move to the next exercise.

Complete the action plan

Complete the action plan at the end of the session. This will help ensure that FIT results in improvements in the factory. Review the plan a while after the session to make sure that actions in the plan has been completed accordingly.

Icons

A set of icons is used throughout the modules to provide easy to recognize reference points for different tasks within each session and activity.



Read out loud

One member of the group should read out loud to the rest of group.



Knowledge link

Knowledge and skills are linked to other FIT learning resources and support.



Time allotted

Indicates how much time each sessions and activity should take.



Supplies needed

Indicates that supplies may be necessary to complete the session.



Begin step-by-step instructions

Indicates that the step-by-step instructions for an activity are beginning.



Think about it

Indicates additional information for the participants to think about.

Measuring your performance

Measuring operational efficiency is a key aspect of running a productive factory. The box(es) below guides you in understanding which measurement indicator(s) can be used to measure and evaluate the performance of your factory in relation to the topics covered in the FIT series on sample room operations.

Indicator 1	Average sample turnaround time (Hours)
Definition	The average number of hours that it takes for you to produce a new sample (for a new style). It can also be calculated in hours.
Purpose	To understand how efficient your sampling and pattern-making operations are, and begin to identify how you could improve efficiency.
Calculation	Simply record the number of hours it takes to make each new sample (for a new style), then calculate the average at the end of each month.
Frequency	Calculate monthly.
Responsible	Sample room manager / Master sample maker

Indicator 2	Sample hit rate (%)
Definition	The proportion of samples that you get right the first time (that are accepted by the buyer the first time) over a period of time – not including style changes by buyers.
Purpose	To understand the quality of your counter samples and pattern-making processes, and begin to identify how you could improve quality. The closer to 100% the better.
Calculation	$(\# \text{ samples right the first time} / \text{total} \# \text{ samples made}) \times 100\%$
Frequency	Calculate monthly.
Responsible	Sample room manager / Master sample maker



Session 1

Business case study

Goals

Preparing you for the type of discussions you will have with other group members throughout the learning module and understanding the benefits of being exposed to different perspectives.

Understanding better why keeping the sample room organized is important in the factory.

Session 1

Overview



One member should read the full session out loud to the rest of group



15 minutes



Learning manual, pens, markers and poster paper

A business case study presents a real-life situation for learners to reflect on and discuss with other group members. By discussing the case, students learn from others' ideas and perspectives, and develop an understanding of the topic at hand within the workplace.



One group member reads the case study out loud



The whole group discusses the case study



Everyone develops a deeper understanding of the topic

Activities

Activity

1



15 minutes

Case study

The case study below presents a situation that could happen in real life.



Instructions:

- 1) As a group, listen to one member read the case study below while following along in your learning module.

Elda is a new sample room manager at the HS garment factory. The sample room is very disorganized. All samples are stored on the same rail, no matter whether or not they have been approved. Specification sheets are lying next to old patterns, bits of fabric and boxes of trims. This makes it hard for workers to know where to store what, and where to find what they need to do their job. Patterns or samples get lost, and workers sometimes slip or trip on objects blocking their path. The cutting table is far away from the fabric storage area and the sewing machines, so workers lose time walking from one to the other carrying fabric and cut parts.

To solve these problems, Elda makes several changes. First, she changes the layout of the sample room so that it follows the pattern and sample making process. Then, she marks the path that workers should take to walk from one area to the other in yellow, and instructs everyone to always keep it clear. She divides the storage area into separate sections for fabric, trims, samples, patterns, approved work and work-in-progress, and sets up a small office to store important documents.

Thanks to these changes, the sample room is much tidier than before. Workers know where to store what, where to find what they need, and do not need to move around as much. Accidents also happen less often, and everyone saves time.

- 2) Together, discuss Elda's situation by answering the three questions in table 1 on the next page.

Table 1. Questions about Elda's situation

1. What problems has Elda identified? What impact do these problems have on the factory and its workers?

2. What does Elda do or change in order to solve these problems?

3. What are the results of Elda's solutions for the factory and its workers?

This page has been intentionally left blank and can be used for note taking.



Session 2

Learning about the topic

Goals

Identifying ways to improve the layout and the workflow of your sample room.

Learning to use colour markings to clearly separate work areas and increase safety.

Identifying concrete actions to keep the sample room tidy and organized on a daily basis.

Discussing how and when to train workers in order to keep the sample room organized at all times.

Session 2

Overview



One member should read the full session out loud to the rest of group



90 minutes



Learning manual, pens, and markers

This training module will help you improve the organization of your sample room by running you through three important aspects: (1) layout & workflow, (2) tidiness, and (3) training. Organizing your sample room better will help you make your sampling and pattern-making operations more efficient, gain time, and protect your workers' health and safety. It will also help reduce unnecessary costs by avoiding damage, loss, or waste of materials, samples and patterns.

Improving your
layout & workflow

Keeping the sample
room **tidy**

Training workers

Throughout the activities, you will work on this topic by learning how to: (1) improve your sample room's layout and workflow, (2) keep the room clean, tidy, and organized, and (3) make sure your sampling team respects and maintains the sample room's organization.

What you will learn today is part of the **5S** model, a globally-recognized method to improve house-keeping leading to improved productivity in factories. The 5S are:

- **Sort:** Reduce waste, dispose of unnecessary items
- **Straighten:** Organise your locations, keep tools and facilities in order
- **Shine:** Clean and improve the look of the sample room
- **Standardize:** Document, record and display work processes
- **Sustain:** Train workers to follow good 5S practices

Activities

Activity

2a



20 minutes

Improving your layout

In your sample room, everything should have its own place. A well-organized **sample room layout** will make your sampling and pattern-making operations more efficient, orderly and help you gain time. In this activity, you will practice improving the layout of a sample room.



Instructions:

- 1) Have a participant read aloud the seven tips for organizing the sample room in table 2.
- 2) Together, look at the sample room layout in table 3, then discuss how it could be improved based on the tips (table 2).
- 3) In pairs, draw the layout of your sample room in table 4, then discuss what could be improved based on the tips (table 2).

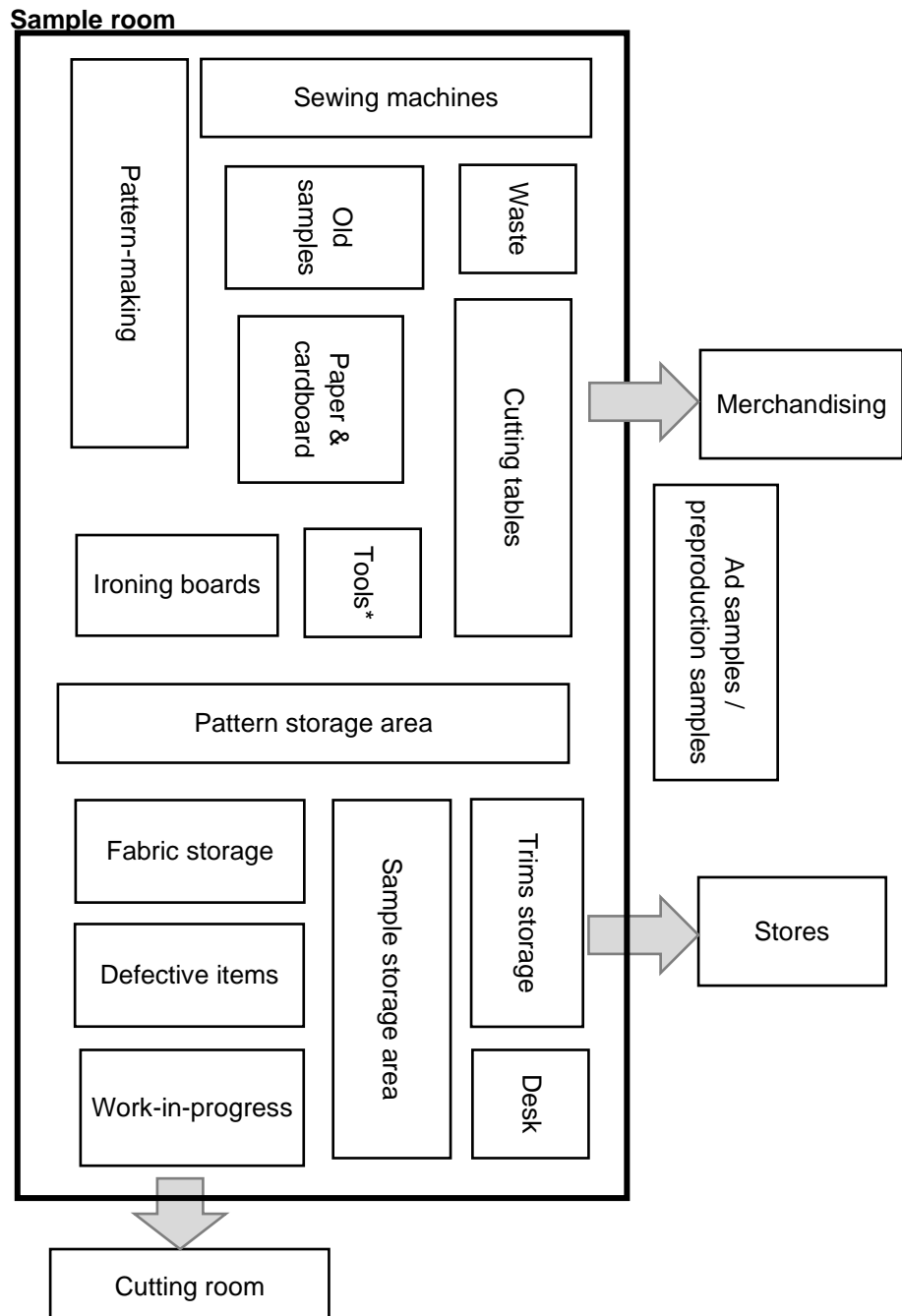
Table 2. Tips for organizing the sample room

1. Have specific, separated storage areas for storing samples, patterns, fabric, trims, paper, cardboard, etc. Each area should be close to the corresponding sections (for example, pattern storage close to the pattern-making area and cutting table).
2. Have specific areas for sample-making and pattern-making (including boards).
3. In the sampling area(s), place equipment following the order of production operations (cutting table → sewing machines → ironing board). Keep enough space in between each section to store work-in-progress and for workers to move around.
4. In the sampling area(s), place shelves or rails on which samples in production (work-in-progress) can be stored while awaiting the next operation.
5. If possible, organize the room so that raw materials are stored closer to the stores, and approved boards closer to the production departments they will be issued to.

6. Have a separate office area where the paperwork is done and records and computer kept tidily, with tables and chairs for cutting room administration staff.

7. Have a reserved (and demarcated) area for storing waste (such as cutting waste, excess thread, defective samples or patterns, etc.).

Table 3. Improving a layout



*scissors, grading rulers, measure tape, needles, tailor chalk, etc.

Table 4. Your sample room layout

In pairs, draw the layout of your sample room here:



To learn more about how to improve the efficiency and quality of your sampling operations, ask your facilitator for the “Using tech packs”, “Sampling & pattern-making”, and “Storing & record-keeping” modules!

Activity

2b



30 minutes

Improving the workflow

A **workflow** is a series of steps involved in a work process. A logical workflow helps workers move materials quickly and safely. In this activity, you will think about the workflow of your sample room and discuss colour markings.



Instructions:

- 1) Together, look at the workflow illustrated with arrows on the layout plan below (Image 1). Then, discuss the following questions:
 - Is this workflow simple and logical?
 - Is this workflow safe and easy to understand for workers?
- 2) Together, list or draw each step of your sample room process from start to end in table 5. Then, have a participant read aloud the text box below table 5.
- 3) In pairs, come back to your drawing of your sample room layout in table 4, and add arrows to indicate the workflow based on the steps listed in table 5. Then, discuss: Is it quick, safe, and logical? Do you need to change anything to the layout?
- 4) Have a participant read aloud the explanations on colour marking in table 6. Then, together, look at the list of objects/areas in table 6, and discuss for each: Which colour would you use to mark them?

Image 1:

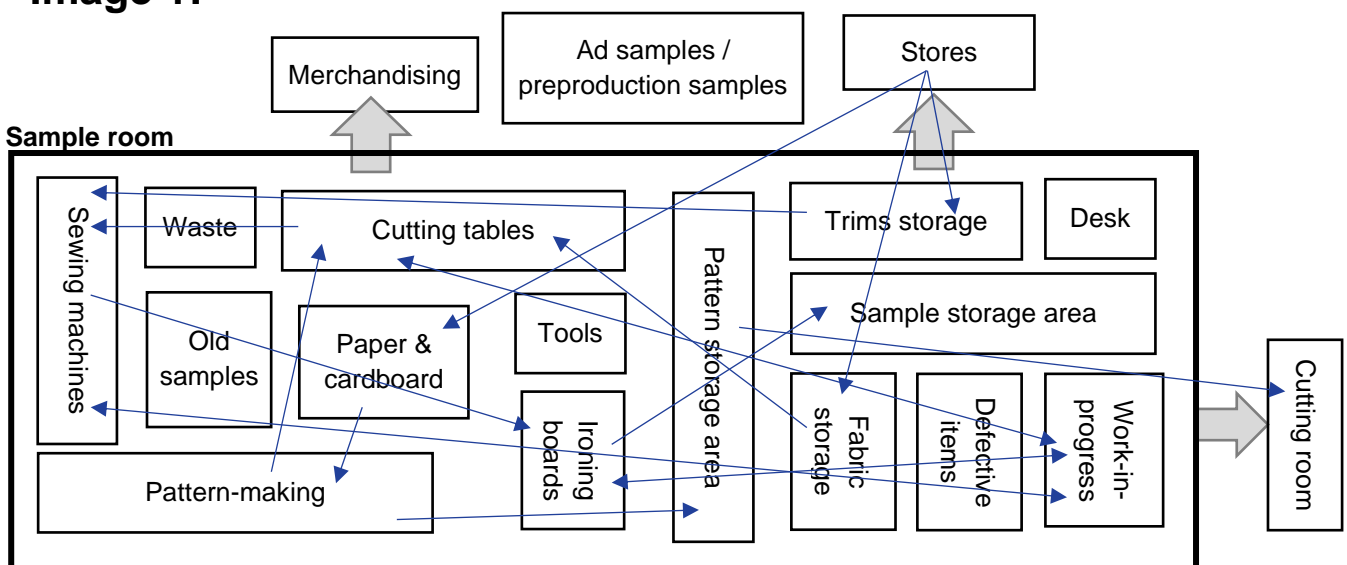


Table 5. Your sample room process

List or draw all steps of your sample room process below.



A good workflow should be **unidirectional**, meaning that all sample room operations following one continuous direction, from entrance to exit. This saves time, avoids damage to material, and is safer and easier for workers. Usually, a good layout ensures a good workflow.

Table 6. Colour markings

To help workers understand your workflow and respect it during their daily work, you can use **colour markings** on the floor. Floor colour markings can also help you make the room more organized and safer by indicating important areas and paths.



Yellow:
To indicate paths and areas (aisles, traffic lanes and work cells).

Orange:
Materials or products that need to be inspected.



Blue / Green:
Materials: Blue for work-in-progress, Green for finished goods.

Red: To indicate storage areas for scrap, defective materials, rework.



Area / path	Colour
1. Path for going from storage area to sampling area	
2. Base patterns to be used for counter samples	
3. Cutting waste and excess thread storage bin	
4. Storage rails for work-in-progress in the sampling area	
5. Approved pattern boards to be issued to the cutting room	
6. Sewing area (work cell)	
7. Defective samples awaiting re-work	
8. Stitched samples awaiting ironing	



Here are a few tips for using **colour markings**:

- Use as few colours as possible so it is easier to remember
- Train all workers on the meaning of colours
- Use the same colour codes in all factory departments

Activity

2c



20 minutes

Keeping the room tidy

Keeping the sample room **tidy and orderly** is important to (1) avoid damage to materials, samples and patterns, and (2) protect your workers' health and safety. In this activity, you will discuss how to keep the sample room tidy.



Instructions:

- 1) Together, discuss: Would you say your sample room is tidy and orderly? Why or why not?
- 2) Together, read through the list of actions to keep the sample room tidy and orderly in table 7, and put a ✓ in the column on the right if you do these things in your factory.
- 3) Together, look at the four pictures in table 8, then discuss: What is right or wrong in each of them? Tip: Use the good practices from the table 7 to guide you!
- 4) Together, discuss:
 - How can keeping the sample room tidy help avoid waste of materials, or damage to materials / samples / patterns?
 - How can keeping the sample room tidy help you protect your workers' health and safety?

Table 7. Keeping the sample room tidy

Actions	✓
1. Do not allow workers to store personal belongings or bring food and drinks into the sample room.	
2. Store work-in-progress on shelves or rails in between different sampling sections, clearly labelling each item. Never store anything on the floor.	
3. Keep specification sheets and other documents used by workers protected (for example in plastic sheets) to avoid them getting lost or damaged.	
4. Clearly separate and indicate the different operation and storage areas (e.g. sampling, fabric storage, pattern-making, etc.).	
5. Place specification sheets either on pin boards or in plastic folders so that workers can easily refer to them – and to avoid misplacing them.	
6. Keep samples, patterns and boards on rails using clothes hangers or hooks, properly labelled – never place anything on the floor.	
7. Keep the sample room clean and check regularly for pests, insects, and mould. Check the room regularly to make sure there is no water (e.g. from the roof or after rains) leaking inside.	
8. Have specific storage areas reserved for leftover / excess materials, defective items and waste to avoid confusion, loss, littering, and obstructions.	
9. Draw specific paths on the floor and train workers in using them to go from one area to the other. Always keep these paths clear of objects, boxes, carts and others to avoid blockages and accidents (e.g. trips and falls).	
10. Keep paper documents on shelves or in a filing cabinet, in a separate room, to avoid damage. Use a coded filing system for documents (e.g. by buyer, order, etc.).	
11. Place bins at the end of each table and by each machine in which workers can push and collect waste.	
12. Make sure that items stored in the sample room are not exposed to direct sunlight in order to avoid them getting damaged or discoloured.	

Table 8. Picture practice

Image A:



Image B:



Image C:



Image D:



Activity

2d



20 minutes

Training workers

To make sure that the sample room remains tidy and organized, it is important to involve your staff in the process, and **train workers** in understanding and maintaining the organization of the sample room. In this activity, you will discuss how to train workers in this.



Instructions:

- 1) Together, discuss the four questions in table 9.
- 2) Together, read through the list of things you can do to train workers in table 10, and put a ✓ in the column on the right if you do these things in your factory.
- 3) If you have other training practices in your factory, share with the group, discuss, and add them to the list.

Table 9. Training workers

What?	What should workers be trained in (think about activities 2a~2d)?
Who?	Who should be trained? Everyone? Only some workers?
When?	When should training take place? When starting the job? Continuously? Others?
How?	Which training method do you usually use? Are there other suitable methods?



To learn more about how to organize trainings for workers, ask for the “Training workers” module.

Table 10. Training workers

Actions	✓
1. Train workers in understanding the layout, workflow, colour codes, and tidying practices when they start the job.	
2. Re-train workers whenever something changes, or improvements are made.	
3. Keep simple instruction boards on the wall to remind workers about important information such as the meaning of colours, with simple pictures and little text.	
4. Encourage workers to tell their manager whenever they see something that is not consistent with the organization system, or untidy.	
5. Train workers to always put back tools, machines, trolleys and others where they belong so as to maintain the organization system.	
6. Forbid smoking and eating, allocate a specific area for drinking water, and explain to the workers why you are doing so.	
7. Have workers place their belongings in lockers outside the storerooms, and explain to them why you are doing so.	
8. Encourage more experienced workers to train newer workers and make sure they respect the organization system.	
9. Make sure <u>all</u> storeroom workers are trained and involved in maintaining the system, even if they only work in one specific area of the sample room.	
10. Put up posters on the wall to remind workers about safety guidelines (for example wearing mesh gloves when cutting fabric).	



Session 3

Action items

Goals

Summarizing and revising the new knowledge gained.

Identifying concrete applications of the new knowledge that benefit your factory.

Session 3

Overview



One member should read the full session out loud to the rest of group



20 minutes



Learning manual, pens, and markers

Throughout this module, you gained new knowledge on how to organize your sample room by improving its layout and workflow, keeping it tidy and organized, and training workers in maintaining the organization system.

Improving your
layout & workflow

Keeping the sample
room **tidy**

Training workers

In this session, you will think of ways to apply your new knowledge to improve the organization of your sample room by reviewing best practices and drafting your own action plan.

Activities

Activity

3a



5 minutes

Best practices checklist

In this activity, you will review best practices to organize your sample room as a next step for evaluating your own and implementing improvements.



Instructions:

- 1) Together, look at the list of best practices in table 11, and put a ✓ in the column on the right if you use these practices in your factory.

Table 11. Organizing the sample room

Best practices	✓
1. The sample room's layout is clearly separated into clearly marked areas corresponding to different sample room functions.	
2. The sample room's layout logically follows the sample room operation workflow.	
3. Everything in the sample room (materials, etc.) has its own place and is stored accordingly.	
4. Coloured markings are used to delineate specific sample room areas and pathways, and to keep workers safe by indicating dangers.	
5. The sample room is kept tidy and orderly at all times. Inspections are carried out regularly to ensure that the system is maintained.	
6. Workers are trained to understand and maintain the organization of the sample room.	

Activity

3b



15 minutes

Your action plan

In this activity, you will think of ways to apply your new knowledge to improve organization in your sample room by drafting your own action plan.



Instructions:

- 1) Together, fill in the action plan (table 12) on the next page. Identify a key problem that you want to solve and write down the solutions you identified while working on this module.

Table 12. Organizing the sample room – Action Plan

Problem identified				
Solutions identified	Action(s) to be taken	Person responsible	By when?	How will improvements be measured?

Organizing the sample room

The Factory Improvement Toolset (FIT) is an innovative self-facilitated, activity-based learning approach designed by the International Labour Organization (ILO) to create more decent and sustainable employment. FIT supports manufacturers in global supply chains to improve productivity, competitiveness and working conditions by upgrading production systems and factory practices.

FIT is being piloted in Asia under the regional Decent Work in the Garment Sector Supply Chains in Asia project funded by the Government of Sweden.

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ISBN: 9789220326176 (web pdf)